

2/07/2018

ERO OPERATING MODEL DECISION DOCUMENT

Kia ora koutou

Review of Operating Model

In early May the consultation paper [Driving Equity and Excellence in Education](#) on the review of ERO's operating model was released. The paper outlined the implications of our current operating model and made a strong case for a change in the way we operate as an organisation. It also offered ways we might strengthen the career opportunities within ERO as well as address some of the cultural issues identified through the Ask Your Team survey. At the same time the findings from the [MartinJenkins assessment](#) were also shared with you. When the consultation paper was originally released it was noted that the intention was to ensure any changes to our operating model would be cost neutral. This remains the case.

This document notes my decisions in relation to the proposed structural changes released in May taking into account the extensive range of feedback received. Thank you for your thorough, considered and detailed input to the decisions which are outlined here.

In my [recent blog](#), I commented in detail about the feedback received in respect of the proposal to reduce from four regions to three regions, the opportunities for Māori staff to work fluidly between Te Uepū ā-Motu and Review Services and whether to have a focus on sector specialists in the Professional Practice Leaders unit.

There were comments about the need for ERO to put in place a process for ensuring that as a senior team we are working together to make sure we get development, implementation, change management and the feedback process right when it comes to organisation or methodology change. As a result I intend to put in place a "Leaders' Forum" which will meet every quarter to ensure there is input into all we are doing, and that we are on the same page.

The key structural decisions made are detailed on the following pages.

Review and Improvement Services

a) The proposal to have one person in charge of Review Services nationally, is confirmed. This position will be based in Wellington. I have also decided to change the name of the group to Review and Improvement Services.

The feedback on this proposal was positive with the following issues raised:

- Review and Improvement Services' voice at the ELT table
- scope of the role.

I am confident that Review and Improvement Services will have a strong voice at the table as it is a significant part of our work. With regard to the scope I have confirmed the Manager Insights role but will position this with Evaluation and Policy.

b) After much deliberation, I can confirm the proposal to have three regions: Auckland & Northland, Central North Island and Southern Region.

Each region will have a Director of Review and Improvement Services responsible for the operations of that region and be based in Auckland, Hamilton and Wellington/Christchurch. As indicated in my [blog](#), the issues raised in respect of this proposal was largely around travel time and staff wellbeing. Given the nature of our role, our size and the distribution of New Zealand's population, travel is an unavoidable element of our business. Existing regions already cover substantial geographic areas. I believe some of the issues raised can be resolved through more deliberate scheduling and allowing for greater flexibility in the formation of review teams across regions where this is deemed appropriate.

I expect the DCE Review and Improvement Services to work closely with staff and their teams to actively monitor these issues over time. A management group, Programme and Performance, will be established, which will have responsibility for overseeing prioritisation decisions at a national level. ELT will also strengthen its focus on wellbeing, safety and security through the establishment of a dedicated wellbeing, safety and security subcommittee to regularly monitor these and other wellbeing, health and safety issues.

c) The proposal to refocus the role of the Review and Improvement Manager with a change of title from Review Services Manager is confirmed.

This role will report to the Director of Review and Improvement Services and its focus will be on delivery of a portfolio of reviews, quality assurance, the line management of Review Officers who report to them, as well as maintaining local relationships with partner agencies and sector stakeholders. Review and Improvement Managers will not be scheduled into review work, but rather operate in a consultation/leadership capacity across a portfolio of reviews.

In response to feedback there will be dedicated Review and Improvement Managers for Turnaround Schools, Early Learning Service Corporates and Projects (previously called Manager National Projects). These positions will report directly to the DCE Review and Improvement Services.

As required one or more Review Officers within Review and Improvement Services will be designated with special responsibilities in the leadership and development of professional practice for our evaluation of education for Māori in mainstream. This may also be applied to the management of iwi relationships in each Region.

There will be a Senior Advisor to the Deputy Chief Executive Review and Improvement Services (previously the Review Manager National role).



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Evaluation and Review - Māori

d) The structure that was proposed for a combined Te Uepū ā-Motu & Evaluation Service is confirmed, with one addition.

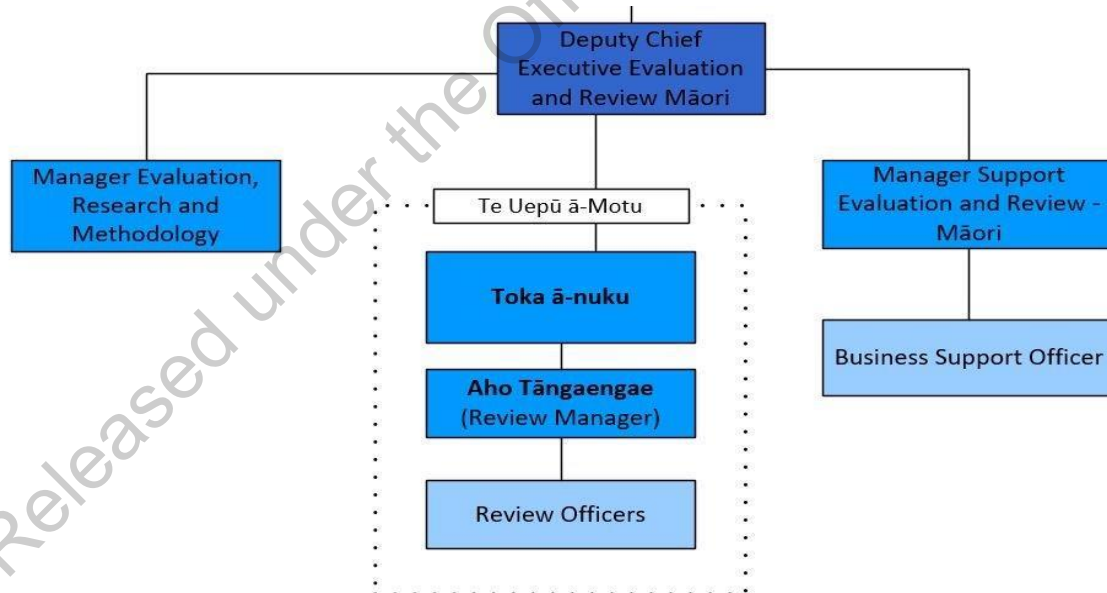
The Deputy Chief Executive Evaluation and Review Māori and Manager Evaluation Research and Methodology will be based in Wellington and the Te Uepū ā-Motu hub based in Hamilton.

As mentioned in the [blog](#), there was considerable feedback about workload and stakeholder management.

I agree with this feedback and can confirm a new role within this unit called Toka ā-nuku¹ who, in addition to assisting with the management of the review programme in the unit, will have a specific responsibility to develop a framework for managing ERO's relationships with iwi and supporting us in implementing the framework. This is a new and specific focus.

From time to time one or more Review Officers within Te Uepū ā-Motu will be designated with special responsibilities in the leadership and development of professional practice.

The position descriptions for the respective DCE Review and Improvement Services and Evaluation and Review Māori clearly articulate how these two roles are expected to work collaboratively to ensure effective oversight of ERO's review programme. In addition to this the establishment of the Leaders Forum provides a setting where we will explore opportunities for collaboration and achieve agreement around ERO's approach.



¹ *Toka ā-nuku* is a rangatira who keeps everything grounded which is seen in the nuku part. They are the foundation upon which everything is built, like a cornerstone. Also, doesn't flinch or bend to the tribulations of the time.

Aho Tāngaengae refers to a vine that connects the earth to the sky; figuratively this person links reviewers to the powers that be. They are the connection who keeps things together. The analogy used with this is an umbilical cord - vital to the survival of a kaupapa.

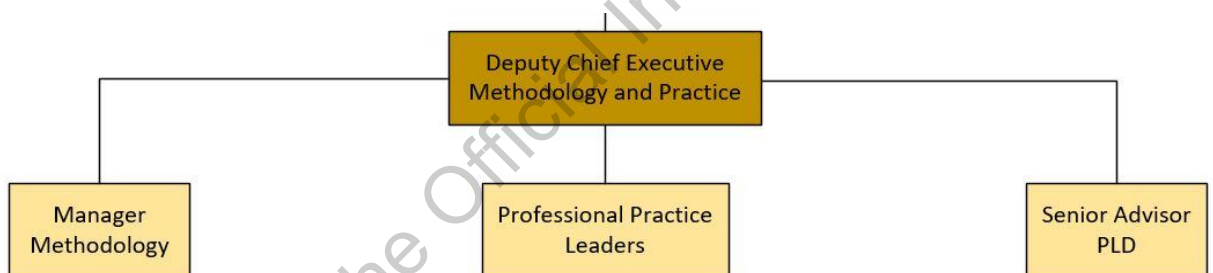
Methodology and Practice

e) The proposed structure for professional practice is confirmed. This group will be known as Methodology and Practice.

In the feedback I received there were calls for specialisation (I responded in my [blog](#)) and a number of suggestions as to how many Professional Practice Leaders there should be. There will be three as a starting point and I want to have those working in these positions to have both a regional accountability across Review and Improvement Services in terms of evaluative practice and to maintain oversight of a particular element of our methodology and practice. In the first instance the areas of focus will be around ECE methodology and school methodology.

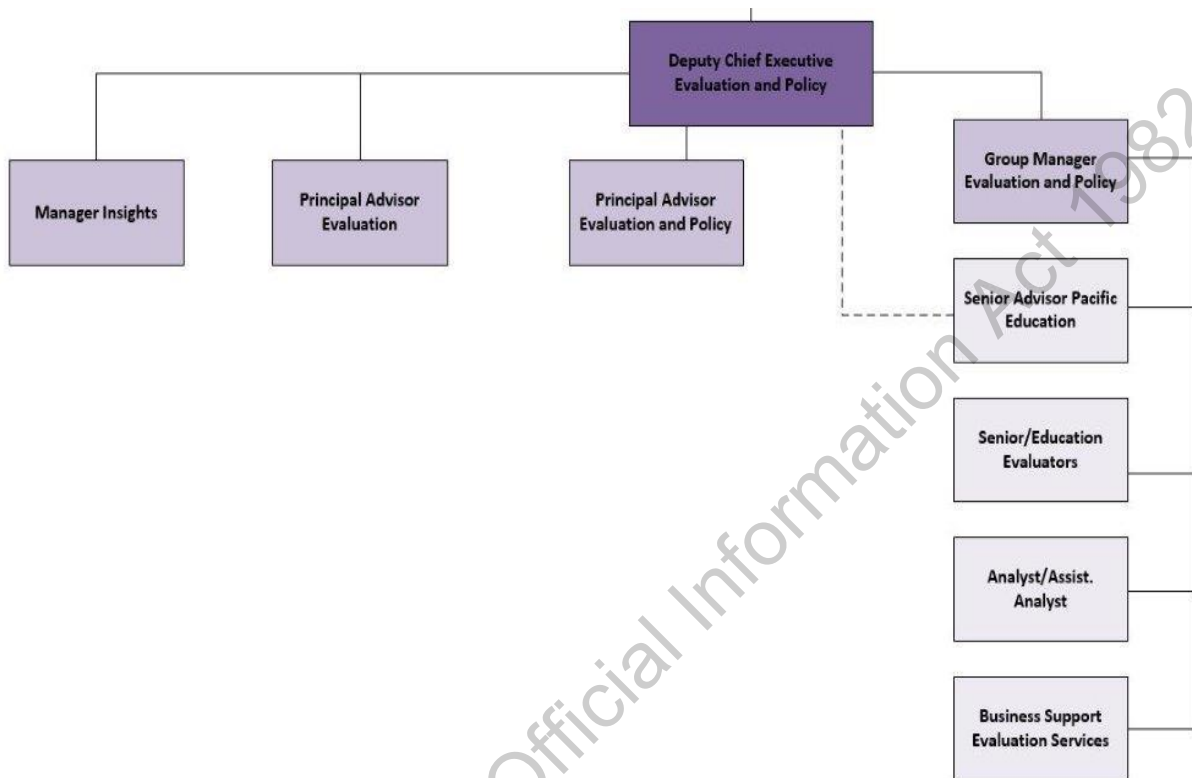
As indicated in the proposal document it is my intention to fill the position of the Professional Practice Leaders from the group of the Review and Improvement Managers. These secondments will be for an initial period of 18-24 months and they will then return to their previous role. I am aware of the importance of getting the arrangements right for a continued focus on our practice. Accordingly, I will review this arrangement after the initial 2 year period to see that it is meeting the objectives.

The Deputy Chief Executive Methodology and Practice and Manager Methodology will be based in Wellington. This is not necessarily the case for the Professional Practice leaders, who will be required to work closely with regional teams.



Evaluation and Policy

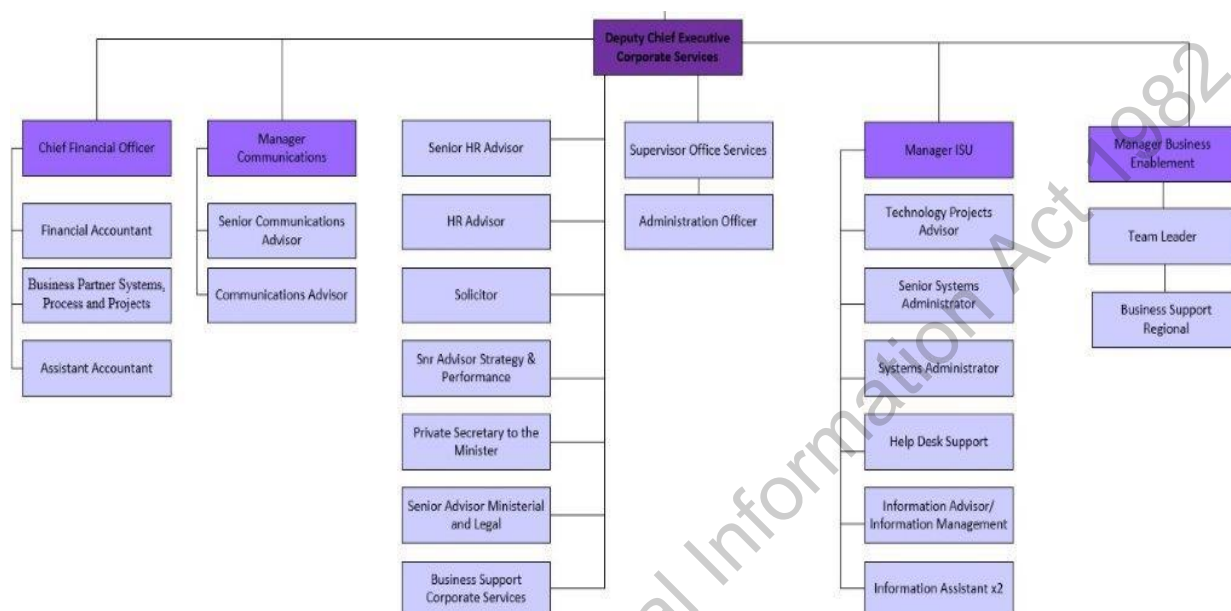
f) The proposals in the consultation document are confirmed. Please note that the insights function will be positioned in this unit. This addresses some of the scope issues identified in feedback and recognises the greater concentration of the technical skill sets which sit in this team, along with this group's focus on building a national picture in terms of system performance.



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Corporate Services

g) There will be a Manager Business Enablement role to oversee the provision of support for Review Services. In the first instance this role will report to the DCE Corporate Services. The intention of locating this role in the corporate group as a service to review and improvement services is in order to leverage some of the synergies, with the IT, finance and communications function, which will be critical to our modernisation work programme.



Position Statements

Draft position statements are available for the following roles on Te Tūi:

- Deputy Chief Executives (C) (Note: For DCERIS – see next steps)
- Director of Review and Improvement Services (C/EA)
- Toka ā-nuku (IA/EA)
- Aho Tāngaengae (C)
- Review and Improvement Manager (C)
- Manager Business Enablement (EA)
- Team Leader (C)
- Manager Methodology (IA)
- Professional Practice Leader (IA)
- Manager Insights (EA)
- Principal Advisor (EA)

<https://tetui.ero.govt.nz/document/draft-new-organisation-position-statements>

Next to the position is the indicative initial approach to filling these roles - the key to these follows:

- (C) Confirm current staff to position
- (IA) Internal Advertising in the first instance
- (EA) External Advertising (includes internal advertising)

ERO Governance/Management Forums

Governance Group	Function	Membership
Executive Leadership Team	<ul style="list-style-type: none"> - Strategy - Policy - Performance - Risk 	CEO (Chair) DCEs
ELT Wellbeing Safety and Security Committee	<ul style="list-style-type: none"> - Monitor, identify risks, prevention and mitigations to health, safety and wellbeing 	CEO DCE Corporate (Chair) DCEs Independent Adviser Staff Representative
Equity & Excellence ELT Working Group	<ul style="list-style-type: none"> - Oversight of major projects aimed at enhancing practice - Oversight of the Portfolio of National Evaluation projects 	CEO (Chair) DCEs Manager Methodology Manager Communications (Project Managers as required)
Programme & Performance Board	<ul style="list-style-type: none"> - Determine national review work programmes - Determine specialist review programmes - Monitor response and outcomes for providers of concern 	CEO DCE R&I DCE Evaluation Review – Māori Directors of Review and Improvement Services Toka ā-nuku
Leaders Forum	<ul style="list-style-type: none"> - Input into design and implementation of strategy - Across ERO update - Focus on leadership, people development - Programme and practice implementation 	DCE Methodology and Practice (Chair) DCEs Directors and Improvement Services Review and Improvement Managers Toka ā-nuku Aho Tāngaengae Corporate/National Office Managers Principal Advisors
Review and Improvement Services Board	<ul style="list-style-type: none"> - Oversight of review programmes 	DCE Review and Improvement DCE Evaluation & Review - Māori Directors of Review and Improvement Toka ā-nuku

Next steps

The aim is to finalise appointments and changes to structure and regions by the end of the year.

There is a level of detail still to be finalised, some of this work I detailed in the [blog](#) and some is dependent on making appointments to new roles and working with managers and PSA about the transitional process. Reshaping of the business support team will occur following the appointment of the Business Enablement Manager (Regional Services) and at the time we shift to the new regional structures.

I intend to finalise appointments to the Deputy Chief Executive Roles and Directors of Review and Improvement Services and advertise vacant positions by the end of July. At that time an interim appointment will be made to the DCE Review and Improvement Services role to take a change approach before making a permanent appointment.

Alongside this activity the process for appointing Review and Improvement Managers and Professional Practice Leaders will be finalised – I hope this will be complete by the end of July.

The new roles of Manager Methodology, Principal Advisor Evaluation (Education and Policy), and Manager Insights will also be advertised in late July and positions filled in August/ September after the managerial appointments.

Some things to note:

- Working through the appointment process I am bound by the provisions of the State Sector Act and ERO's employment contracts-both of which require me to consult with PSA and staff over the process. As previously mentioned, the intention is to make use of placement as much as possible.
- The move to the new regional approach is one that will take time. I intend to appoint a change manager on a temporary basis to manage this project to make sure the aims of improved scheduling takes into account staff welfare.
- I will review the need for EA support to the new ELT structures and governance after appointments are finalised.

You will continue to receive regular updates through Pānui as we move through the process. Please discuss any concerns with your manager. There is also information on Te Tūi on our [Employee Assistance Program](#) if you are looking for further support during the change process.